

65-72

6 JAN 1965

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : External Training Incident


I would like to describe a recent event concerning a student scheduled for external training, which, if it had not been handled correctly within the Office of Training, could have resulted in some damage to the Agency's reputation.

An individual (whose identity and office I prefer to remain anonymous) was approved for an external training program to begin early in January. Because the nomination arrived in OTR after the deadline, several extra steps had to be taken including the necessity for the Registrar to make two long distance telephone calls in order to get special permission from the facility to enroll the individual.

On 23 December, a clerical employee in the student's office advised a clerk in the Registrar's Staff by telephone that the student "could not go" to the external training program and his enrollment should be cancelled. The Registrar promptly told his employee to call the office back and inform them that they could not cancel training in that manner; because this training had been approved by the Training Selection Board, it would be necessary for a responsible officer to call the Executive Secretary of the Training Selection Board to cancel the training. Shortly thereafter, the Personnel Officer of the student's office called the Executive Secretary and stated that the candidate couldn't go to the proposed training program because some "things" had come up which necessitated his remaining on duty in his office. The Executive Secretary then called the Senior Training Officer of the component and informed

him of the office's desire to cancel the training. After a short discussion, the Senior Training Officer decided that he would call the Executive Officer of the student's office immediately to question the decision to cancel the training. About fifteen minutes later, the Personnel Officer called the Executive Secretary and informed him that the most recent decision to cancel the training had been reversed and the student would now be taking the training. This message was confirmed a few minutes later by a call from the Senior Training Officer.

If this training had been cancelled at such a late date, we would have had to make some excuse to the facility (which they may not have believed) and they would have had to make some last minute changes of their own. They had already accommodated us by enrolling the man after their deadline; to cancel him after they had written to him and sent him all the necessary papers would have inconvenienced them further, thus giving them ample reason for criticizing the Agency. Each instance of our requesting special favors to enroll a student in external training after the deadline for enrollment has passed (and we in OTR have been forced to do this too often in the past) reflects discredit on the Agency. Similarly, canceling a student at the last minute detracts from a favorable image. There are times, of course, when emergencies arise which necessitate cancellation, but the emergencies should be real and such resultant cancellations should be rare. I have a feeling that supervisors too often treat training decisions lightly and are probably ignorant of the adverse consequences to the Agency that hasty and ill-advised cancellations cause. Lack of timely planning and orderly processing is inevitably disruptive. I recommend that all supervisors be appropriately educated on these matters; perhaps the best way to begin the educative process would be to discuss the problem at a Deputy Director meeting.


MATTHEW BAIRD
Chairman,
Training Selection Board

STATINTL

15 JAN 1965

MEMORANDUM FOR: Executive Director-Comptroller**SUBJECT : External Training Incident**

I would like to describe a recent event concerning a student scheduled for external training, which, if it had not been handled correctly within the Office of Training, could have resulted in some damage to the Agency's reputation.

An individual (whose identity and office I prefer to remain anonymous) was approved for an external training program to begin early in January. Because the nomination arrived in OTR after the deadline, several extra steps had to be taken including the necessity for the Registrar to make two long distance telephone calls in order to get special permission from the facility to enroll the individual.

On 23 December, a clerical employee in the student's office advised a clerk in the Registrar's Staff by telephone that the student "could not go" to the external training program and his enrollment should be cancelled. The Registrar promptly told his employee to call the office back and inform them that they could not cancel training in that manner; because this training had been approved by the Training Selection Board, it would be necessary for a responsible officer to call the Executive Secretary of the Training Selection Board to cancel the training. Shortly thereafter, the Personnel Officer of the student's office called the Executive Secretary and stated that the candidate couldn't go to the proposed training program because some "things" had come up which necessitated his remaining on duty in his office. The Executive Secretary then called the Senior Training Officer of the component and informed

him of the office's desire to cancel the training. After a short discussion, the Senior Training Officer decided that he would call the Executive Officer of the student's office immediately to question the decision to cancel the training. About fifteen minutes later, the Personnel Officer called the Executive Secretary and informed him that the most recent decision to cancel the training had been reversed and the student would now be taking the training. This message was confirmed a few minutes later by a call from the Senior Training Officer.

If this training had been cancelled at such a late date, we would have had to make some excuse to the facility (which they may not have believed) and they would have had to make some last minute changes of their own. They had already accommodated us by enrolling the man after their deadline; to cancel him after they had written to him and sent him all the necessary papers would have inconvenienced them further, thus giving them ample reason for criticizing the Agency. Each instance of our requesting special favors to enroll a student in external training after the deadline for enrollment has passed (and we in OTR have been forced to do this too often in the past) reflects discredit on the Agency. Similarly, canceling a student at the last minute detracts from a favorable image. There are times, of course, when emergencies arise which necessitate cancellation, but the emergencies should be real and such resultant cancellations should be rare. I have a feeling that supervisors too often treat training decisions lightly and are probably ignorant of the adverse consequences to the Agency that hasty and ill-advised cancellations cause. Lack of timely planning and orderly processing is inevitably disruptive. I recommend that all supervisors be appropriately educated on these matters; perhaps the best way to begin the educative process would be to discuss the problem at a Deputy Director meeting.

MATTHEW BAIRD
Chairman,
Training Selection Board

STATINTL

ExSec/TSB/ [REDACTED] rtb (6 January 65)

Distribution:

○ Approved For Release 2001/08/30 : CIA-RDP70-00457A000100030062-3

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chairman, Training Selection Board

EXTENSION

NO.

DT 122659

DATE

STATOTHR

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. ExDir-Compt.
Rm. 7D59, Hqs.

21 Jan

LBN

2.

TRAINING

3.

TSB (file)

25 JAN 1965

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

